

TRANSPORTATION RESEARCH BOARD'S 24<sup>TH</sup> ANNUAL  
SUMMER PORTS, WATERWAYS  
AND INTERNATIONAL TRADE CONFERENCE  
PRESENTATION ON LEGISLATIVE AND RESEARCH PANEL  
"THE MARINE TRANSPORTATION SYSTEM:  
CONTINUING DEVELOPMENTS"

JULY 28, 1999

Revision 2 (shorter)

GOOD MORNING LADIES AND GENTLEMEN IT IS A PLEASURE  
FOR ME TO BE AT THIS CONFERENCE TO TALK ABOUT OUR  
MARINE TRANSPORTATION SYSTEM, OR MTS INITIATIVE,  
AND THE PROGRESS WE ARE ALL MAKING. WASHINGTON,  
DC HAS BEEN DESCRIBED AS 36 SQUARE MILES OF  
BUREAUCRACY SURROUNDED BY REALITY – SO ITS GOOD  
TO BE OUT HERE IN THE WORLD OF REALITY TO SEE AND  
HEAR THINGS FROM YOUR PERSPECTIVE.

MY THANKS TO THE PORT OF DULUTH, THE TRANSPORTATION  
RESEARCH BOARD, AND MS. JOEDY CAMBRIDGE FOR  
GIVING ME THIS OPPORTUNITY TO TALK TO YOU ABOUT  
THIS IMPORTANT DEPARTMENT OF TRANSPORTATION  
EFFORT – A DOT FLAGSHIP AND ONE DOT INITIATIVE. I  
HAD THE PRIVILEGE OF ATTENDING YOUR ANNUAL  
MEETING IN JANUARY OF THIS YEAR, AND ALONG WITH

THE U.S. ARMY CORPS OF ENGINEERS AND MARAD, TELL YOU ABOUT THE EARLY STEPS TAKEN. THE TRANSPORTATION RESEARCH BOARD AND MARINE BOARD WERE INSTRUMENTAL IN HELPING US GET TO WHERE WE ARE TODAY – MY THANKS TO THEM FOR THEIR PROACTIVE PARTICIPATION.

SECRETARY OF TRANSPORTATION SLATER HAS SAID ABOUT THE MTS INITIATIVE, QUOTE: “WE HAVE DONE MUCH TOGETHER, BUT THE BEST IS YET TO COME.” I SINCERELY BELIEVE THAT THIS IS THE MOST FOCUSED AND COHESIVE INTERAGENCY/STAKEHOLDER EFFORT THAT ITS BEEN MY PRIVILEGE TO BE INVOLVED IN 33 YEARS OF COAST GUARD SERVICE. AND, AS I SPEAK YOU’LL SEE THAT WE HAVE DONE MUCH TOGETHER.

I’VE BEEN ASKED TO GIVE YOU AN UPDATE TODAY. I’M GOING TO DO THAT STARTING WITH SOME VERY BRIEF BACKGROUND INFORMATION.

YOU ALL KNOW THAT THE MARINE TRANSPORTATION SYSTEM - OUR WATERWAYS, PORTS AND THEIR INTER-MODAL CONNECTIONS - ARE VITAL TO OUR INTER-MODAL NATIONAL TRANSPORTATION SYSTEM, AND ULTIMATELY THE NATIONAL INTEREST.

AS THE WORLD'S LEADING MARITIME AND TRADING NATION,  
THE U.S. RELIES ON AN EFFICIENT AND EFFECTIVE MTS TO  
MAINTAIN ITS ROLE AS A GLOBAL POWER. THE MTS  
PROVIDES AMERICAN BUSINESSES WITH COMPETITIVE  
ACCESS TO SUPPLIERS AND MARKETS IN AN  
INCREASINGLY GLOBAL ECONOMY.

THE MTS TRANSPORTS PEOPLE TO WORK; PROVIDES THEM  
WITH EMPLOYMENT, RECREATION AND VACATION  
OPPORTUNITIES; AND DELIVERS MANY OF THE ITEMS  
THEY NEED FOR THEIR PROFESSIONAL AND PERSONAL  
WELL BEING. WITHIN THE U.S., THE MTS PROVIDES AN  
ENVIRONMENT FRIENDLY, COST-EFFECTIVE MEANS FOR  
MOVING CARGO, ESPECIALLY MAJOR BULK  
COMMODITIES, SUCH AS GRAIN, COAL, AND PETROLEUM.  
WITH ITS VAST RESOURCES AND ACCESS, THE MTS IS AN  
ESSENTIAL ELEMENT IN MAINTAINING ECONOMIC  
COMPETITIVENESS AND NATIONAL SECURITY.

### **MTS TRENDS**

AS COMPREHENSIVE AS THE MTS IS TODAY, ITS ABILITY TO  
HANDLE THE EMERGING NEEDS OF TOMORROW WILL BE  
SEVERELY CHALLENGED GIVEN A CONTINUATION OF THE  
CURRENT STATE. THE U.S. IS AT A CRITICAL JUNCTURE, A  
FORK IN THE ROAD PERHAPS, WITH RESPECT TO THE  
FUTURE OF OUR WATERWAYS, PORTS AND THEIR INTER-  
MODAL CONNECTIONS. OUR MARITIME INFRASTRUCTURE

IS UNDER STRESS AND THE STRESS IS INCREASING. LET'S CONSIDER SOME TRENDS AND CONCERNS AS WE MOVE INTO THE NEXT CENTURY:

- INCREASED TRAFFIC OF ALL TYPES ON OUR WATERWAYS; WORLD MARITIME TRADE IS EXPECTED TO INCREASE SIGNIFICANTLY (TWO TO THREE TIMES) BY THE YEAR 2020.
- PROJECTED INCREASE IN THE USE OF PASSENGER VESSELS. AT THE SAME TIME COMMERCIAL CARGO TRAFFIC IS EXPANDING. RECREATIONAL AND LEISURE USE IS GROWING, AND AN INCREASING NUMBER OF COMMUTERS ARE LOOKING TO HIGH SPEED FERRIES.
- INCREASED CONCERN BY THE PUBLIC OVER SAFETY AND THE ENVIRONMENT THAT CAN'T BE IGNORED.
- EMERGING REQUIREMENTS TO PROTECT OUR TRANSPORTATION INFRASTRUCTURE FROM SECURITY THREATS INCLUDING CARGO CRIME, SMUGGLING, AND TERRORISM WHICH MIGHT INCLUDE THE INTRODUCTION OF WEAPONS OF MASS DESTRUCTION VIA OUR PORTS.

SUFFICE IT TO SAY THAT MEETING THESE CHALLENGES IS COMPLICATED DUE TO THE FACT THAT OUR PORTS AND WATERWAYS ARE MANAGED BY A HOST OF FEDERAL, STATE AND LOCAL GOVERNMENT AGENCIES AS WELL AS

PRIVATE SECTOR ORGANIZATIONS. FEDERAL AGENCIES INCLUDE THE COAST GUARD, MARAD, THE U.S. ARMY CORPS OF ENGINEERS, NOAA, SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION, EPA, AND OTHERS.

**REGIONAL LISTENING SESSIONS/THEMES**

OVER THE PAST YEAR AND A HALF, WE BEGAN A SERIOUS EFFORT TO COORDINATE WITH THESE OTHER AGENCIES AS WELL AS TALK WITH STAKEHOLDERS ABOUT THEIR VIEWS ON THE CURRENT AND FUTURE STATE OF OUR MTS.

LAST SPRING THE COAST GUARD AND MARAD JOINTLY LED SEVEN TWO-DAY REGIONAL LISTENING SESSIONS ON OUR NATION'S MARINE TRANSPORTATION SYSTEM.

TRAVELING TO NEW ORLEANS, OAKLAND, NEW YORK, CLEVELAND, ST. LOUIS, CHARLESTON, AND PORTLAND, OREGON, WE LED A COALITION OF APPROXIMATELY 12 FEDERAL AGENCIES, SOME OF WHOM I MENTIONED EARLIER.

OUR GOAL WAS TO RECEIVE INPUT FROM A WIDE CROSS SECTION OF STAKEHOLDERS - INDUSTRY, ENVIRONMENTALISTS, RECREATIONAL BOATERS, FISHERMEN, ETC. - REGARDING THE MOST CRITICAL

ISSUES FACING OUR WATERWAYS, PORTS AND THEIR INTER-MODAL CONNECTIONS.

**MTS NATIONAL CONFERENCE**

THERE WERE LITERALLY HUNDREDS OF COMMENTS AND RECOMMENDATIONS WHICH WERE COMPILED INTO KEY ISSUE AREAS AND FORMED THE BASIS FOR A NATIONAL MTS CONFERENCE LAST NOVEMBER, HOSTED BY THE SECRETARY OF TRANSPORTATION, MR. RODNEY SLATER.

THE TWO AND-A-HALF DAY CONFERENCE WAS STRUCTURED AROUND SEVEN ISSUE AREAS:

- DEVELOPING A SHARED NATIONAL VISION OF THE MTS IN 2020
- DEVELOPING A FRAMEWORK FOR PUBLIC AND PRIVATE COORDINATION OF MTS ACTIVITIES.
- DEVELOPING GOALS AND RECOMMENDED ACTIONS TO ADDRESS THE CHALLENGES AND ACHIEVE THE MTS VISION IN THE AREAS OF SAFETY, SECURITY, ENVIRONMENT, COMPETITIVENESS, AND INFRASTRUCTURE.

144 SENIOR GOVERNMENT AND PRIVATE SECTOR LEADERS REPRESENTING INDUSTRY AND A BROAD RANGE OF STAKEHOLDER INTEREST GROUPS ATTENDED THE NATIONAL CONFERENCE. THEY DEVELOPED A VISION THAT READS AS FOLLOWS:

*THE U.S. MARINE TRANSPORTATION SYSTEM WILL BE THE WORLD'S MOST TECHNOLOGICALLY ADVANCED, SAFE, SECURE, EFFICIENT, EFFECTIVE, ACCESSIBLE, GLOBALLY COMPETITIVE, DYNAMIC AND ENVIRONMENTALLY RESPONSIBLE SYSTEM FOR MOVING GOODS AND PEOPLE.*

THEY ALSO PROVIDED GUIDANCE ON CRITICAL ELEMENTS OF A COORDINATING STRUCTURE, THE NEED FOR WHICH WAS A RECURRING THEME AT THE REGIONAL LISTENING SESSIONS. THEY ALSO WORKED IN BREAKOUT GROUPS TO ADDRESS THE FIVE KEY ISSUE AREAS - SAFETY, SECURITY, ENVIRONMENT, COMPETITIVENESS, AND INFRASTRUCTURE.

SUMMARIES OF THE SEVEN REGIONAL LISTENING SESSIONS AND THE PROCEEDINGS OF THE CONFERENCE CAN BE DOWNLOADED FROM THE COAST GUARD'S WEB SITE ON THE INTERNET.

### **MTS TASK FORCE**

AFTER THE NATIONAL CONFERENCE, SECRETARY SLATER ESTABLISHED THE MTS TASK FORCE MANDATED IN THE COAST GUARD AUTHORIZATION ACT OF 1998. CONGRESS DIRECTED THAT, AND I QUOTE:

*"THE SECRETARY OF TRANSPORTATION, THROUGH THE COAST GUARD AND THE MARITIME ADMINISTRATION, SHALL, IN CONSULTATION WITH THE NATIONAL OCEAN SERVICE OF*

*THE NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION, THE CORPS OF ENGINEERS, AND OTHER INTERESTED FEDERAL AGENCIES AND DEPARTMENTS, ESTABLISH A TASK FORCE TO ASSESS THE ADEQUACY OF THE NATION'S MARINE TRANSPORTATION SYSTEM (INCLUDING PORTS, WATERWAYS, HARBOR APPROACH CHANNELS, AND THEIR INTER-MODAL CONNECTIONS) TO OPERATE IN A SAFE, EFFICIENT, SECURE, AND ENVIRONMENTALLY SOUND MANNER."* UNQUOTE.

THE TASK FORCE WAS TO CONSIDER THE CAPABILITY OF THE MTS, THE ADEQUACY OF THE DEPTH OF CHANNELS AND HARBORS, AND THE COST TO THE FEDERAL GOVERNMENT OF ACCOMMODATING PROJECTED INCREASES IN FOREIGN AND DOMESTIC TRAFFIC OVER THE NEXT 20 YEARS. AN EVALUATION OF THE NATION'S CAPABILITY TO DISPOSE OF DREDGED MATERIALS AND THE FUTURE OF THE NAVIGATIONAL AID SYSTEM WERE ADDITIONAL COMPONENTS ON THIS EFFORT.

THE TASK FORCE INCLUDED MTS USERS AND SERVICE PROVIDERS, SUCH AS FEDERAL AGENCIES AND DEPARTMENTS, PORTS, COMMERCIAL CARRIERS, SHIPPERS, LABOR, RECREATIONAL BOATERS, FISHERMEN, ENVIRONMENTAL ORGANIZATIONS, AND OTHER MTS STAKEHOLDERS – SIMILAR TO THE NATIONAL CONFERENCE INVITEES.



CONGRESS REQUIRED THE SECRETARY TO REPORT THE RESULTS OF THE TASK FORCE'S ASSESSMENT NO LATER THAN JULY 1, 1999. **THE REPORT IS OUT OF DOT, UNDER CLEARANCE FOR FORWARDING TO CONGRESS.** ITS AVAILABILITY WILL BE ANNOUNCED IN THE FEDERAL REGISTER AND IT WILL BE POSTED ON THE INTERNET. YOU WILL HAVE AN OPPORTUNITY TO COMMENT ON THE RECOMMENDATIONS FOR THE SEVEN STRATEGIC AREAS OF ACTION. THE REPORT IS JUST ANOTHER STEP IN OUR PROCESS AND IS NOT INTENDED TO RECOMMEND ABSOLUTE SOLUTIONS. THERE IS MUCH WORK AHEAD FOR THE PUBLIC/PRIVATE PARTNERSHIP THAT HAS EMERGED FROM THIS INITIATIVE.

**MTS REPORT: "AN ASSESSMENT OF THE MTS"**

THE REPORT REFLECTS A HIGHLY COLLABORATIVE EFFORT AMONG PUBLIC SECTOR AGENCIES, PRIVATE SECTOR ORGANIZATIONS, AND OTHER STAKEHOLDERS IN THE MTS.

BASED ON THE PREVIOUS WORK OF THE REGIONAL LISTENING SESSIONS AND THE NATIONAL MTS CONFERENCE, THE TASK FORCE MEMBERS DEVELOPED AN INITIAL SET OF STRATEGIC ACTIONS TO ADDRESS THESE ISSUES. THE LEAD ENTITY, PUBLIC OR PRIVATE, IN MOST CASES, HAS BEEN IDENTIFIED TO TAKE RESPONSIBILITY FOR LEADING

EFFORTS TO ADDRESS THE ISSUE. THE REPORT DOES NOT ADDRESS EVERY ISSUE AND IS NOT DETAILED ENOUGH TO DEVELOP WORK ASSIGNMENTS. IT DOES HOWEVER, PROVIDE A COURSE FOR ADDRESSING THE CRITICAL ISSUES FACING THE MTS TODAY AND IN THE NEAR FUTURE TO MEET THE CHALLENGES POSED BY THE DEMANDS OF TRADE, SECURITY, SAFETY, AND ENVIRONMENTAL PROTECTION. SINCE THE REPORT IS STILL IN CLEARANCE I WILL BRIEFLY PROVIDE A SAMPLING OF RECOMMENDATIONS FROM THE SEVEN STRATEGIC AREAS OF ACTION THAT THE TASK FORCE MEMBERSHIP REACHED CONSENSUS ON.

### **COORDINATION**

FIRST, COORDINATION OR LACK THEREOF, WAS A TOPIC OF GREAT INTEREST AT THE LISTENING SESSIONS AND THE NATIONAL CONFERENCE. LACK OF COORDINATION NOT ONLY AT THE NATIONAL LEVEL, WHERE AGENCIES HAVE NOT TRADITIONALLY COORDINATED THEIR EFFORTS TO PROVIDE COMMON MANAGEMENT OVERSIGHT OF CRITICAL ISSUES, BUT ALSO BETWEEN FEDERAL, STATE, LOCAL, AND PRIVATE STAKEHOLDERS.

A PRIMARY RECOMMENDATION THAT EVOLVED OUT OF THE REGIONAL LISTENING SESSIONS, THE NATIONAL MTS CONFERENCE, AND THE TASK FORCE DELIBERATIONS WAS A COORDINATION FRAMEWORK. THE KEY ELEMENT

IS THE ESTABLISHMENT OF AN MTS NATIONAL ADVISORY COUNCIL. THE COUNCIL WILL PROVIDE A STRUCTURED APPROACH FOR ADDRESSING NATIONAL-LEVEL ISSUES AND RECOMMENDATIONS. KEY ELEMENTS OF THE MTS COORDINATION FRAMEWORK INCLUDE ADVISORY GROUPS AND REGIONAL MTS COMMITTEES, LIKE THE RECENTLY ESTABLISHED GREAT LAKES REGIONAL WATERWAYS MANAGEMENT FORUM.

THE CALL FOR LEADERSHIP WAS NOT LIMITED TO THE NATIONAL OR REGIONAL LEVELS. THE TASK FORCE ECHOED THE PREVIOUS CALLS FOR LOCAL COORDINATION AND LEADERSHIP AND ENDORSED LOCAL HARBOR SAFETY COMMITTEES AS MODELS FOR OTHER AREAS, AND THE POSSIBLE EXPANSION OF THEIR ROLE BEYOND SAFETY TO ENCOMPASS THE WIDE RANGE OF ISSUES THAT AFFECT THE MTS AS A WHOLE.

### **FUNDING THE MTS**

SECOND, FUNDING IS AT THE CORE OF MANY OF THE ISSUES RELATING TO THE MTS AND IS NECESSARY TO ACHIEVE THE DESIRED STATE OF THE SYSTEM. FUNDING CAN BE A DIVISIVE TOPIC BECAUSE OF THE BROAD RANGE OF MTS USERS AND STAKEHOLDERS, ALL OF WHOM HAVE THEIR OWN CONCERNS, MOTIVATIONS, AND FUNDING CONCEPTS. IT IS DIVISIVE BECAUSE THE FUNDING OF THE MTS INVOLVES A COMPLEX PARTNERSHIP AMONG THE

FEDERAL GOVERNMENT, STATE, AND LOCAL PORT AUTHORITIES, STATE AND LOCAL GOVERNMENTS AND PRIVATE STAKEHOLDERS. THERE WAS AGREEMENT THAT:

- PRESENT FUNDING STREAMS TO SUPPORT THE MTS MAY NOT BE ADEQUATE IN THE FUTURE;
- FEDERAL, STATE, AND LOCAL FUNDING AND PRIVATE INVESTMENT DECISIONS ARE GENERALLY UNCOORDINATED, WHICH REDUCES THEIR EFFECTIVENESS; AND
- IT IS DIFFICULT TO FIND AGREEMENT ON FUNDING APPROACHES THAT WILL SATISFY ALL SYSTEM USERS AND STAKEHOLDERS.

THE TASK FORCE RECOMMENDED A FOUR STEP PROCESS TO ENSURE SUFFICIENT AND EFFICIENT USE OF FUNDS FOR THE MTS:

- COORDINATE PUBLIC FUNDING PROCESSES;
- DEFINE MTS FUNDING MECHANISMS;
- FORECAST DEMANDS ON THE MTS; AND
- EXPLORE INNOVATIVE FUNDING MECHANISMS.

### **MTS COMPETITIVENESS AND MOBILITY**

THIRD, THE ABILITY TO MOVE PEOPLE AND CARGO FREELY WITHOUT INFRASTRUCTURE IMPEDIMENTS OR CONGESTION DELAYS IS ESSENTIAL. INFRASTRUCTURE

THAT MAY HAVE SERVED WELL IN THE RECENT PAST, OR IS CURRENTLY SERVING ADEQUATELY, MAY BECOME INADEQUATE IN THE NEAR FUTURE, CAUSING UNACCEPTABLE DELAYS AND COSTS. THE TASK FORCE RECOMMENDED ACTIONS IN FIVE STRATEGIC AREAS:

- ESTABLISH A VESSEL CLEARANCE INFORMATION EXCHANGE AND ONE-STOP SHOPPING.
- FACILITATE LANDSIDE ACCESS TO PORTS.
- CREATE A NATIONAL COOPERATIVE MTS RESEARCH PROGRAM.
- DEVELOP SYSTEM-WIDE TRAFFIC FORECASTS.
- DEVELOP NATIONAL MTS NETWORK MODELS.

### **IMPROVING AWARENESS OF THE MTS**

FOURTH, THE MTS IS ESSENTIAL TO THE NATION AND THE CITIZENS' INTERESTS, PROVIDING FORCE PROJECTION, ECONOMIC WELL-BEING, EMPLOYMENT FOR MILLIONS, HEALTH AND SAFETY, AND PROTECTION OF KEY NATURAL RESOURCES. YET MOST AMERICANS AND MANY POLICY MAKERS REMAIN LARGELY UNAWARE OF HOW DEPENDENT THIS NATION IS ON ITS MTS. THE TASK FORCE'S RECOMMENDATIONS INCLUDE PUBLIC EDUCATION AND OUTREACH PROGRAMS.

## **INFORMATION MANAGEMENT AND INFRASTRUCTURE**

FIFTH, THE QUALITY OF THE INFORMATION SYSTEMS WITHIN THE MTS IS A KEY DETERMINANT IN THE SAFETY, SECURITY, ENVIRONMENTAL SOUNDNESS, AND MOBILITY OF THE SYSTEM. THE TASK FORCE RECOMMENDED ACTIONS IN THREE STRATEGIC AREAS:

- HYDROGRAPHIC AND WEATHER INFORMATION.
- TRACKING CARGO, PASSENGERS, AND VESSELS, AND
- WATERWAYS TRAFFIC MANAGEMENT INFORMATION.

## **SECURITY**

SIXTH, THE RISING DEMANDS FOR EFFICIENT AND UNINTERRUPTED MTS OPERATIONS TO SERVICE THE PROJECTED GROWTH IN PASSENGER AND CARGO MOVEMENTS SHOULD BE BALANCED WITH THE NEED TO INVOKE SAFEGUARDS AND INSPECTIONS TO PROTECT AGAINST THE ARRAY OF SECURITY THREATS, AND SUPPORT MILITARY MOBILIZATION. THE TASK FORCE RECOMMENDED ACTIONS IN TWO STRATEGIC ACTION AREAS:

- ORGANIZED CRIME AND TERRORISM.
- MILITARY MOBILIZATION AND NATIONAL DEFENSE.

FOR THE FORMER, THE TASK FORCE ACKNOWLEDGED AND WILL DEFER TO THE RECENTLY CREATED PRESIDENTIAL COMMISSION ON CRIME AND SECURITY IN U.S. SEAPORTS – THE GRAHAM COMMISSION.

## **SAFETY AND ENVIRONMENTAL PROTECTION**

SEVENTH, TWO PRIMARY GOALS OF THE MTS ARE THE SAFETY OF PEOPLE AND PROPERTY AND THE PROTECTION OF THE ENVIRONMENT. THESE AREAS ARE OF PARAMOUNT IMPORTANCE TO ALL MTS USERS AND STAKEHOLDERS. THE BREADTH AND DEPTH OF SAFETY AND ENVIRONMENTAL ISSUES REQUIRE A SYSTEMATIC APPROACH AS WELL AS SPECIFIC ACTIONS. SPECIFIC STRATEGIC AREAS OF ACTION IDENTIFIED BY THE TASK FORCE INCLUDE:

- LOCAL COORDINATION.
- SHIP-TERMINAL INTERFACE.
- VESSEL OPERATION AND THE HUMAN ELEMENT.
- VESSEL DISCHARGES AND SHORE RECEPTION FACILITIES.
- NON-INDIGENOUS SPECIES.
- DREDGING AND CHANNEL DESIGN.

## **CONCLUSION**

IN CLOSING, ENSURING THAT OUR MTS MEETS THE NEEDS OF THE FUTURE IS NOT AN EASY TASK AND CANNOT BE ACCOMPLISHED WITHOUT THE COLLECTIVE EFFORTS OF THE PRIVATE STAKEHOLDERS, LOCAL AND STATE AGENCIES, AND THE MANY FEDERAL AGENCIES INVOLVED.

IT IS OUR RESPONSIBILITY TO THE PUBLIC TO FACILITATE THIS PARTNERING TO MEET TOMORROW'S CHALLENGES AND PROVIDE THE PUBLIC WITH A SYSTEM THAT MEETS NATIONAL ECONOMIC, SAFETY, SECURITY, AND ENVIRONMENTAL NEEDS.

SECRETARY SLATER HAS REFERRED TO WATER TRANSPORTATION AS THE FIRST "INTERSTATE". OUR DEPENDENCE ON THIS ESSENTIAL COMPONENT OF OUR NATIONAL TRANSPORTATION SYSTEM HAS INCREASED OVER TIME AND WILL CONTINUE. THE ATTAINMENT OF OUR MTS VISION WILL REQUIRE OUR COLLECTIVE DILIGENT AND PROACTIVE EFFORTS AS NEVER BEFORE TO CONTINUOUSLY IMPROVE THE MTS. I'LL QUOTE SECRETARY SLATER AGAIN: "WE HAVE DONE MUCH TOGETHER, BUT THE BEST IS YET TO COME." WE'RE ONLY AT A BEGINNING – THERE'S A GREAT DEAL OF WORK AHEAD OF US.

I LOOK FORWARD TO WORKING WITH YOU TO ENSURE THAT THE MTS CAN MEET THE CHALLENGES IT WILL FACE AS WE MOVE INTO THE 21<sup>ST</sup> CENTURY.